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ENCLOSURE C

ICAPS' SUGGESTIONS

STEP I

- (a) A CIA proposal is discussed informally between ICAPS member and "Standing Committee" member (and maybe others) in his Department, or
- (b) An Agency proposal is first forwarded to other departments before ICAPS member goes to agency for informal discussion.

STEP II

All agency viewpoints (including that of CIA) are incorporated into a Proposal (first draft of the paper) by ICAPS indicating:

- (a) Statement of the problem
- (b) Discussion
- (c) Conclusions
- (d) Recommendations

The "Recommendations" will include, where necessary, a proposed NSC/D or DCI.

STEP III

ICAPS members will discuss this paper with their agencies to obtain IAC member point of view and resolve differences if possible.

STEP IV

With above information ICAPS will draft paper in final form (second draft). This paper, together with any unresolved agency differences, will be forwarded to IAC with voting slip for action.

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SECTION III

1. ICAPS recommends under these circumstances that a revised (and somewhat toned-down, sweeter version!!) of SECTION I of this memorandum, with its Enclosures A and B, be sent to the IAC members as a report on their Standing Committee under cover of a memorandum from the DCI to the effect that:

Enclosed is a report on a recent meeting of the IAC's Standing Committee to establish procedures for that working committee.

The Director of Central Intelligence thinks that this formal procedure whereby ICAPS prepares a Proposal for the Standing Committee before that working committee prepares the final paper for the IAC is an unnecessary delay.

The Director recommends that ICAPS, in following the first three steps suggested in Enclosure B, take action as outlined in Enclosure C. The "Standing Committee" members will have been consulted several times by ICAPS members, the liaison functions of ICAPS will have been augmented, and the representation in CIA of the respective departmental viewpoints through their ICAPS members can be increased if the Departments wish to make this an effective working unit for interdepartmental coordination as suggested in the CIA memoranda of August 15 and September 18, 1947.

ICAPS members would thus be in very frequent contact with their departments so could more readily represent their department's views in CIA and vice versa.

The ICAPS interviews in their own departments would be expedited if the ICAPS members were free to discuss these matters with their intelligence chiefs and other <sup>interested</sup> personnel in the agencies and when necessary "hand-carry" their papers throughout the departments.

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It is thought that the departments should maintain in the ICAPS group officers who have ready access to the intelligence chiefs of their own departments to further assure that the chiefs' viewpoints are reflected in the papers prepared in CIA for IAC approval. With such access to the intelligence chiefs, the chiefs' views may be ascertained to a greater extent than at present and controversial issues may more readily be resolved.

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